

STRATEGY RESEARCH PROJECT

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CHAPLAIN TRAINING STRATEGY

BY

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United States Army

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CHAPLAIN TRAINING STRATEGY

by

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DEDICATION

This Chaplain Training Strategy study is dedicated to the late Chaplain (Colonel) David Howard. Chaplain Howard died while serving as Director of Training, United States Army Chaplain Center and School, Fort Jackson, South Carolina. His dedication to his God, family, denomination, the Chaplain School and the Chaplain Corps was an inspiration to all.

ABSTRACT

AUTHOR: Greg Wayne Hill, LTC, CH

TITLE: Chaplain Training Strategy

FORMAT: An Individual Study Project

DATE: 7 April 1997 PAGES: 25 CLASSIFICATION: Unclassified

Chaplains have unique training requirements which can be incorporated into a comprehensive strategy. A Chaplain training strategy is needed to provide commanders and chaplain supervisors a strategic training vision for Area of Concentration 56. The enclosed strategy incorporates the Chief of Chaplains' vision and philosophy for the training of the Total Army Chaplaincy through the year 2010. Once this strategy is fielded, a Chaplain Assistant training strategy should be developed to support the Chaplain strategy. This study will examine the need for a strategy, the sources used to develop a strategy, and offer a training strategy which was coordinated with the Office of the Chief of Chaplains and other agencies.

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Chapter 1

THE PROBLEM AND ITS SETTING

Introduction

The United States (U. S.) Army Chaplaincy is a select group of clergy who have been endorsed by their denominations or an umbrella agency for ministry in the U. S. Army.¹ These clergy represent a diversity of theological approaches. They also come with diverse backgrounds which prepare them for ministry in the U. S. Army. This study, will outline a training strategy for the U. S. Army Chaplaincy.

The topics which this study addresses include: a statement of the problem, and relevant U. S. Army training documents. The proposed Chaplain Training Strategy reflects current Army training doctrine from those documents. Then, the hypothesis and delimitations of this study are listed. Lastly, a selected definition of terms, study assumptions, the need for a strategy, the implications of this strategy for the Chaplaincy, lessons learned from this study and the proposed Chaplain Training Strategy itself are provided.

The Statement of the Problem

The U. S. Army Chaplaincy has not published an official training strategy since 6 November 1990.² That strategy was developed by the U. S. Army Chaplain Center and School (USACHCS) at the direction of the Chaplain (MG) Matthew Zimmerman, the

Chief of Chaplains from 1990 to 1994. It was not an official Department of the Army (DA) Circular or Pamphlet, but, a memorandum for the Total Army Unit Ministry Team.

Since then, five significant training documents have been published. These documents impact Army training systems and are in authorized training documents:

- a. FORSCOM Regulation 350-41, Active Component Training.³
- b. National Guard Regulation 350-1, Army National Guard Training.⁴
- c. TRADOC Regulation 350-35, The Combined Arms Training Strategy.⁵
- d. FORSCOM Regulation 350-4, Active Component/Reserve Component Training Association Program.⁶
- e. Change 1, FORSCOM Regulation 350-2, Reserve Component Training in America's Army.⁷

In October 1993, "An Analysis of the Existing Chaplain Corps Training Strategy"⁸ was written for the Chief of Chaplains. This analysis recommended changes to the existing strategy.

To respond to these problems, this study provides an updated Chaplain Training Strategy. It addresses changes in doctrine, training and leader development, and active component/reserve component mix. It also provides the Chief of Chaplains vision, philosophy and priorities for training.

The Hypothesis

The first hypothesis is that chaplains have unique training requirements which can be incorporated in a strategy.

The second hypothesis is that the Army's training regulations and pamphlets are a better format than a memorandum for a strategic branch training strategy.

The third hypothesis is that an updated strategy will provide a model for improved training from Battalion through the USACHCS.

The Delimitations

This study is strategic in scope. It is not a tactics, techniques and procedures manual.

This study addresses AOC 56 only, not MOS 71M.

This study does not include crisis training during mobilization.

This study addresses Army requirements through 2010.

This study does not address the Army After Next.

The Definition of Terms

Training strategy means the combination of training objectives (ends) training concepts (ways), and training resources (means) to achieve a competent and ready chaplain force.⁹

Training means those intentional activities, from the USACHCS, through Major Commands, Installations, Corps, Divisions, Brigades and Battalions, which prepare chaplains to deliver religious support in peace and war.

AOC 56 means that area of concentration that describes chaplains.

Assumptions

The first assumption is that the Chief of Chaplains' is responsible to provide the strategic vision for AOC 56 unique training.

The second assumption is that a written strategy would communicate and direct the Chief of Chaplains vision, philosophy and priorities for training.

The third assumption is that the strategy must in a DA Training Circular.

The fourth assumption is that once an AOC 56 strategy is approved, a MOS 71M strategy that would support AOC 56 strategy would be developed by the USACHCS .

The Need for a Strategy

In 1990, Ch (MG) Zimmerman published an Unit Ministry Team training strategy. Since then, significant changes have occurred in Army training systems. A new strategy is needed to provide commanders and chaplain supervisors, across the Total Army, a strategic training vision for AOC 56.

The Implications of the Strategy for the U. S. Army Chaplaincy

First, it identifies the Chief of Chaplains' vision and training philosophy.

Second, it integrates chaplain training within Army systems.

Third, it incorporates an active and reserve component mix.

Fourth, it sets responsibility for training at appropriate levels and for appropriate agencies.

Fifth, it provides commanders an authoritative guide for chaplains in units.

Sixth, it requires chaplain supervisors to train.

Seventh, it clarifies the authority of the installation chaplain in training as the Chief of Chaplains executive agent at the local level.

Eighth, it requires the USACHCS to provide training in and for the field.

CHAPTER 2

LESSONS LEARNED

The first lesson learned was the difference between a branch strategic training document and a tactics, techniques and procedures (TTP) manual. A strategic training document addresses the ends, ways and means for a branch to achieve branch wide training objectives. A TTP manual addresses the conditions and standards for specific tasks that soldiers are required to perform.

The second lesson learned was that a chaplain training strategy must integrate current Total Army training strategies. These strategies integrate Army training into the Planning, Programming, Budgeting, and Execution System, and address the TRADOC Concepts Based Requirements System and the TRADOC pillars of leader development.

The third lesson learned was that a strategy must address deliberate planning not crisis planning. This strategy will not address the resultant training that takes place during mobilization.

The fourth lesson learned was that new AOCs should be considered for the Chaplaincy. Originally, these had been included in this strategy. However, DA Pam 600-30 is the more appropriate place for them to appear.

The fifth lesson learned was that a separate training strategy should be developed for MOS 71M. Once both strategies have been fielded, a Unit Ministry Team strategy then could be developed.

The sixth lesson learned was the need to specify the installation chaplain as the Chief of Chaplains' sole executive agent for training at the local level. There is much confusion about the training role of the installation chaplain compared to the division and brigade chaplains on divisional posts.

The seventh lesson learned was that any strategy must address the two core capabilities of the Chaplaincy (religious leader/religious support and special staff officer/special staff work) and the eleven core processes (religious services; rites, sacraments, ordinances; pastoral care/counseling; religious education; family life ministry; clinical pastoral education; professional support to command; management and administration; humanitarian support; training; and religious support planning/operations).¹⁰ In this way, the strategy provides training direction for the full range of the Chaplaincy mission.

CHAPTER 3

Department of the Army
Circular XXX

Religious Activities

Chaplain Training Strategy

Headquarters
Department of the Army
Washington, DC
1997

UNCLASSIFIED

DA CIR XXX/draft/April 7, 1997

Headquarters
Department of the Army
Washington, DC
April 1997

Department of the Army
Circular XXX

Religious Activities

Chaplain Training Strategy

By order of the Secretary of the Army:

General, United States Army
Chief of Staff

Official:

(Signature)

Administrative Assistant to the
Secretary of the "Army

History. This [UPDATE] printing publishes a new Department of the Army circular.

Summary. This circular covers the policies and procedures for training personnel in the Chaplain branch of the U. S. Army.

Applicability. This circular applies to the Active Army, and members of the Army National Guard and the U. S. Army Reserve.

Proponency and Exceptions. The proponent of this DA circular is the Chief of Chaplains (CCH). The CCH has the authority to approve exceptions to this circular that are consistent with controlling law and regulation. The CCH may delegate this authority in writing to a director or division chief within the proponent agency in the grade of colonel or the civilian equivalent.

Interim Changes. Interim changes to this circular are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Department of the Army, Office of the Chief of Chaplains, ATTN: DACH-PPDT, Washington, DC 20310-2700. Questions are invited at any time at DSN 225-1409.

Distribution. Distribution of this publication is made in accordance with the requirements on DA Form 12-09-E, block number 4979, intended for command levels B, C, D, and E.

DA Cir XXX/draft/April 7, 1997

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Internship Program

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Military Education: CHOBC; CHOAC; CAS3; CGSC; Defense Strategy Course;

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Chapter 1.

Introduction

1-1. Purpose. This training circular prescribes Department of the Army guidance for the management and conduct of chaplain training for the Total Army.

1-2. References.

AR 135-2

Army National Guard (ARNG) and U. S. Army

AR 135-200

Active Duty for Training, Annual Training, and Active Duty Special Work of Individual Soldiers

AR 165-1

Religious Activities

AR 310-25

Dictionary of U. S. Army Terms

AR 35-100

Officer Active Duty Service Obligations

AR 350-1

Army Training

AR 350-10

Management of Individual Training Requirements and Resources

AR 350-35

Army Modernization Training

AR 350-37

Individual Training Evaluation Program

AR 350-38

Training Devices: Policy and Management

AR 350-41

Army Forces Training

AR 351-1

Individual Military Education and Training

AR 614-100

Officer Assignment Policies, Details and Transfers

AR 621-1

Training of Military Officers at Civilian Institutions

DA Cir 165-93-1

Chaplain Personnel Policy

DA Pam 5-9

Planning, Programming, Budgeting and Execution System

DA Pam 11-25

Life Cycle Systems Management Model for Army Systems

DA Pam 351-4

U. S. Army Formal Schools Catalog

DA Pam 351-30

Army Correspondence Course Program Catalog

DA Pam 600-30

Commissioned Officer Development and Career Management

FM 16-1

Religious Support Doctrine

FM 22-100

Military Leadership

FM 22-103

Leadership and Command at Senior Levels

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TRADOC Reg 350-7

Training: Systems Approach to Training

FORSCOM Reg 350-4

Active Component/Reserve Component Association Training

FORSCOM Reg 350-41
Active Component Training

FORSCOM/ARNG Reg 350-2
Reserve Component Training in America's Army

USARPERCEN FY 97-01
ARPERCEN Training Management Plan

1-3.
Abbreviations and Terms

a. Abbreviations

AC
Active Component

AC/RC
Active Component/Reserve Component

AOC
Area of Concentration

ARNG
Army National Guard

AWC
Army War College

CAS3
Combined Arms Service Staff School

CCH
Chief of Chaplains

CGSC
Command and General Staff College

CHOAC
Chaplains Officer Advanced Course

CHOBC
Chaplains Officer Basic Course

CMDT
Commandant

CPE
Clinical Pastoral Education

EAC
Echelon Above Corps

FORSCOM
Forces Command

HQDA
Headquarters Department of the Army

LIFT
Logistics and Information Training

MACOM
Major Command

MEDCOM
Medical Command

NAF
Nonappropriated Fund

NCOPD
Noncommissioned Officers Professional Development

NGB
National Guard Bureau

OPD
Officer Professional Development

PPBES
Planning, Programming Budgeting and Execution System

RC
Reserve Component

TRADOC
Training and Doctrine Command

USARC

United States Army Reserve Command

USARPERCEN

United States Army Reserve Personnel Center

UMT

Unit Ministry Team

USACHCS

United States Army Chaplain Center and School

b. Terms**Area of Concentration**

Identifies a requirement and an officer possessing a requisite area of expertise (subdivision) within a branch or functional area. An officer may possess and serve in more than one area of concentration.

Branch

A grouping of officers that comprises an arm or service of the Army in which an officer is commissioned or transferred, trained, developed, and promoted.

Skill

Identifies a requirement and an officer possessing specialized skills to perform duties of a specific position that may require significant education, training and experience. A skill can be related to more than one branch or functional area.

Special Branches

A grouping of branches and officers primarily concerned with providing combat service support and/or administration to the Army as a whole but managed separately from combat service support branches.

1-4.**Responsibilities**

- a. **HQDA CCH.** The HQDA CCH has overall responsibility to develop professional guidance for chaplain training. The CCH will provide annual training themes for the Total Army Chaplaincy.
- b. **U. S. Army Reserve Command (USARC) Chaplain** will:
 - (1) staff and monitor the implementation of chaplain AOC specific training with subordinate commands;
 - (2) ensure USAR issues are represented in CCH training strategy.

c. National Guard Bureau (NGB) Chaplain will:

- (1) staff and monitor the implementation of chaplain AOC specific training with STARC chaplains;
- (2) ensure ARNG issues are represented in CCH training strategy.

d. Cmdt, USACHCS will:

- (1) Translate CCH strategic training goals to operational training objectives supported by D, Combat Development and C, Officer Training Division..
- (2) Develop training materials, curriculum and training for CCH.
- (3) Ensure full integration of reserve component issues in curriculum development.
- (4) Develop training support packages to support CCH annual training themes.

Chapter 2

CCH Chaplain Training Strategy Overview

2-1. CCH Vision for Religious Support Operations. To provide ministry teams organized, equipped and trained to conduct religious support operations from the power projection platform to the theater of operations in peace and war.

2-2. CCH Training Philosophy. Training will be the top priority for chaplain leadership, to include the Commandant, USACHCS, Installation, Corps, Division and Brigade chaplains. This training must include the following:

- a. Training that produces initial entry chaplains who are disciplined, physically fit, and skilled in basic critical religious support operations tasks necessary for deployment .
- b. Training that prepares chaplains for progressively higher positions of responsibility.
- c. Training that prepares chaplains for specific ministry and staff roles such as hospital ministry and pastoral care, family life, confinement ministry, instructor positions, training and combat development, duty at MACOM/HQDA staff, duty in support of CINCs and CJTFs..
- d. Training that supports combat readiness for unit ministry teams and supports the commander's religious support operations.
- e. Training that integrates AC/RC.
- f. Training that prepares Reserve Component (RC) chaplains to be ready to mobilize, deploy and perform religious support operations.
- g. Training annual themes across the Total Army Chaplaincy.
- h. Improved management techniques with appropriate feedback and evaluation to allocate, use and account for training resources efficiently.

2-3. AOC 56. The Chaplain branch encompasses the following two AOC. This training strategy directs training to provide the necessary Chaplaincy skills and competencies to support both the power projection platform and the deployed force.

- a. AOC 56A. Command and Unit Chaplain. This chaplain serves as a religious leader with staff functions for unit of assignment and to units requiring area religious coverage. Examples of duty positions are as follows:

- (1) Unit Chaplain, Battalion
- (2) Unit Chaplain, Brigade
- (3) Depot Chaplain
- (4) Unit Chaplain, Division
- (5) Unit Chaplain, Corps
- (6) MACOM Staff Chaplain (or Staff Action Officer)
- (7) DA Chaplain (or Staff Action Officer)
- (8) Service School Instructor (or staff)
- (9) Family Life Director
- (10) Army Medical Center and Hospital Chaplain
- (11) Confinement Facility Chaplain
- (12) Installation Staff Chaplain
- (13) Installation Chaplain Resource Manager
- (14) Installation Chaplain Training Manager
- (15) CONUS Army Staff Chaplain (or Staff Action Officer)
- (16) STARC Chaplain
- (17) USARC Chaplain
- (18) NGB Chaplain

- a. AOC 56D. Clinical Pastoral Education Supervisor.

2-4. Chaplain Branch Development (Active) (See figure 2-1)

2-5. Chaplain Branch Development (Reserve) (See figure 2-2)

Chapter 3.

Categories of Training

3-1. Institutional Training. Institutional training is that provided in the institutional training base.

- a. USACHCS develops institutional training programs to support religious support operations. The CHOBC, CHOAC and functional courses are designed to provide basic skills and competencies for unit and installation religious support operations.
- b. MEDCOM chaplain develops institutional training programs such as CPE and related courses to equip chaplains to provide religious support operations in MEDCOM facilities and units.
- c. *Family Life training. CCH trains selected chaplains at Family Life training centers to perform duty as family life chaplains at installations.
- d. *Intermediate schools. CCH participates in support of training for chaplains to occupy AERS positions. These positions support chaplains assigned to instructor positions at TRADOC schools, as well as other positions identified by the CCH.

- e. *Chaplains will participate in Officer Professional Development courses such as CAS3, CGSC and AWC.
- f. Chaplains may participate in functional courses at other TRADOC schools. These courses prepare chaplains for duties in select units and in staff positions.

*Reserve Component Chaplains do not qualify for Family Life, Internship or fully funded masters degree programs. RC chaplains do not participate in CAS3.

3-2. Unit training. Unit training is training provided at the local installation by commanders, brigade and division chaplains.

- a. Chaplains will participate in unit training as directed by the commander.
- b. Chaplains will participate in UMT specific training as provided by Installation, Corps, Division and Brigade chaplains.

3-3. Professional development training. Professional development training is that training in which the individual chaplain participates to develop pastoral and staff skills outside the normal institutional and unit environments. Examples include off-duty degree programs and correspondence courses.

Chapter 4

Training to Support the Power Projection Platform

4-1. Clinical Pastoral Education. This training prepares selected chaplains for duty in hospital settings and hospital units. CPE supervisory training is conducted to train CPE supervisors. Reserve Component Chaplains are eligible to enroll in one quarter CPE programs.

4-2. Internship program. This program provides for selected chaplains in the grade of captain, internship opportunities at sites selected by CCH.

4-3. Intermediate Schools. This training prepares selected chaplains for duty in positions identified in the AERS system. This training includes fully funded masters degree programs.

4-4. Military Education. Chaplains will participate in military education to include CAS3 and CGSC. Selected chaplains will participate in Senior Service College resident or corresponding courses.

Chapter 5

Training to Perform Religious Support Operations in the Theater of Operations

5-1. For Battalion UMT.

- a. Institutional training: CHOBC, courses at other TRADOC schools such as airborne, ranger, and special forces.

b. Unit:

- (1) Commander. Commanders will provide common skills training and OPD.
- (2) Installation chaplains/Base Support Battalion chaplains will provide chaplain specific training for sustainment such as Chaplain NAF procedures, homiletics, counseling, media relations, NGO/PVO contacts, and ethical considerations of military operations..
- (3) Corps, Division and Brigade chaplains will provide chaplain specific training for military/combat operations.

5-2. For Brigade UMT.

a. Institutional training: CHOAC, CAS3, CGSC, Defense Strategy Course.

b. Unit:

- (1) Commander. Commanders will provide common skills training and OPD.
- (2) Installation chaplains/Base Support Battalion chaplains will provide chaplain specific training for sustainment such as chaplain staff supervision skills, Chaplain NAF procedures, homiletics, counseling, media relations, NGO/PVO contacts, ethical considerations of military operations, and religious support planning.
- (3) Corps and Division chaplains will provide chaplain specific training for military/combat operations such as duty on a CJTF and the impact of local religions on military operations.

5-3. For Division UMT.

a. Institutional training: Division chaplain course and senior service college.

b. Unit:

- (1) Commander. Commanders will provide common skills training and OPD.
- (2) Corps chaplains will provide chaplain specific training such as G-staff relationships.

5-4. For Corps Level UMT.

a. Institutional training: Installation chaplain course.

b. CCH training: Annual senior chaplain training such as CJTF staff responsibilities and LIFT training.

c. Unit: Commanders will provide chaplain specific training as required.

5-5. For EAC UMT.

a. Institutional training: as appropriate.

b. Unit: as appropriate.

Chapter 6.

Training to Equip/Sustain Ministry Team Operations

6-1. For Installation Staff Chaplain Office.

a. Institutional training:

- (1) USACHCS: Installation chaplain course and resource management courses.
- (2) Other TRADOC schools such as PPBES.
 - a. CCH training: Senior chaplain training and LIFT conference.
 - b. Unit training: Commanders will provide common skills training and OPD.

6-2. For USACHCS.

- a. Institutional training:
 - (1) USACHCS: Instructor development courses.
 - (2) Other TRADOC schools such as PPBES, combat development, force management, and training development.
- a. CCH training: Senior chaplain training and LIFT conference.
- b. Unit training: Commandant and CSM will provide common skills training and O/NCOPD.

6-3. For MACOM Staff Chaplain Office.

- a. Institutional training:
 - (1) USACHCS: Resource management courses.
 - (2) Other TRADOC schools such as PPBES, combat development, force development and training development.
- a. CCH training: Senior chaplain training such as the provision of Army Component support to warfighting CINCs, LIFT conference, assignment officer and force development officer courses.
- b. Unit training. Commanders will provide common skills training and OPD.

Chapter 7.

Training Responsibilities for Chaplain Leadership

7-1. For Installation chaplain. The installation chaplain is the CCH executive agent for training at the local installation. The installation is responsible to:

- a. Appoint a Ministry Team Operations Officer who will oversee the Ministry Team Training Council. At least one member of the Division UMT will be represented on the council..
- b. Provide monthly UMT training. This training will provide for a minimum of 3 hours training time monthly. This training is designed to support CCH annual training themes and those skills identified by the Ministry Team Council as needing additional training emphasis. This training will appear on the installation DTP training calendar.
- c. Certify completion of Phase III sustainment training per appendix .
- d. Forward CVI/VI requests, with recommendation, to MACOM.
- e. Identify eligible chaplains for enrollment in Phase I CHOAC per appendix .
- f. Identify eligible chaplains for enrollment in CAS3 and CGSC per appendix .
- g. Monitor chaplains progress in CAS3 and CGSC.
- h. Monitor progress of chaplains enrolled in AWC corresponding studies.
- i. Nominate chaplains for other military schools.
- j. Monitor application of chaplains for intermediate schooling.

- k. Provide AC/RC training.
- l. Monitor and provide training for chaplain candidates.

7-2. For Division chaplains. The division chaplain is responsible to:

- a. Assist the installation chaplain with monthly UMT training. This training will provide for a minimum of 3 hours training time monthly. This training is designed to support CCH annual training themes and those skills identified by the Ministry Team Council as needing additional training emphasis. This training will appear on the Division training calendar.
- b. Certify, to the installation chaplain, completion of Phase III sustainment training per appendix .
- c. Forward CVI/VI requests, with recommendations, to Installation Chaplain.
- d. Identify eligible chaplains for enrollment in Phase I CHOAC per appendix .
- e. Identify eligible chaplains for enrollment in CAS3 and CGSC per appendix .
- f. Monitor chaplains progress in CAS3 and CGSC.
- g. Nominate, through the installation chaplain, chaplains for other military schools.
- h. Monitor application of chaplains for intermediate schooling.
- i. Provide AC/RC training.
- j. Monitor and provide training for chaplain candidates.

7-3. For Brigade chaplains. The brigade chaplain is responsible to:

- a. Assist the division chaplain with monthly UMT training. This training will provide for a minimum of 3 hours training time monthly on religious support and skills for military/combat operations. This training will be designed to support CCH requirements for emphasis upon ministry in the combat environment. This training will appear on the brigade and battalion training calendars.
- b. Certify, to the division chaplain, completion of Phase III sustainment training per appendix .
- c. Forward CVI/VI requests, with recommendation, to Division Chaplain.
- d. Identify eligible chaplains for enrollment in Phase I CHOAC per appendix .
- e. Identify eligible chaplains for enrollment in CAS3 and CGSC per appendix .
- f. Monitor chaplains progress in CAS3 and CGSC.
- g. Nominate, through the division chaplain, chaplains for other military schools.
- h. Monitor application of chaplains for intermediate schooling.
- i. Provide AC/RC training.
- j. Monitor and provide training for chaplain candidates.

ENDNOTES

¹ Department of the Army Circular 165-93-1, Chaplain Personnel Policy, FY 94-FY95 (1 October 1993). This Circular discusses endorsement and accessions of clergy for service in the U. S. Army Chaplaincy.

² The Unit Ministry Team (UMT) Training Strategy-Training for the 90s and Beyond (6 November 1990).

³ Forces Command Regulation 350-41, Active Component Training (1 December 1990). This regulation details policy, objectives, responsibilities and guidance for training in active component units.

⁴ National Guard Regulation (AR) 350-1, Army National Guard Training (3 June 1991). This regulation details how Guard units not in active service will train.

⁵ Training and Doctrine Command Regulation 350-35, The Combined Arms Training Strategy (14 May 1993). This document was designed to support the training of a force projection army.

⁶ Forces Command Regulation 350-4, Active Component (AC)/Reserve Component (RC) Training Association Program (1 January 1995). This document replaced the Directed Training Association and CAPSTONE Training Programs.

⁷ Change 1, Forces Command Regulation 350-2, Reserve Component Training in America's Army (1 February 1996). This change details the Enhanced Brigades Premobilization Training Strategy.

⁸ Stephen D. Clement, PhD., "An Analysis of the Existing Chaplain Corps Training Strategy" (Washington, D. C.: Organizational Design, Inc., 1993).

⁹ Colonel Arthur F. Lykke, Jr., USA Retired, Military Strategy: Theory and Application (Carlisle Barracks, PA: U. S. Army War College, 1993), 3.

¹⁰ Corps Capabilities and Core Processes were taken from a briefing provided by PPDT, Office of the Chief of Army Chaplains.

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